

Auditing for Results

Proposed 2012 Work Program

King County Auditor's Office

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*Government Accountability, Oversight and Financial
Performance Committee*

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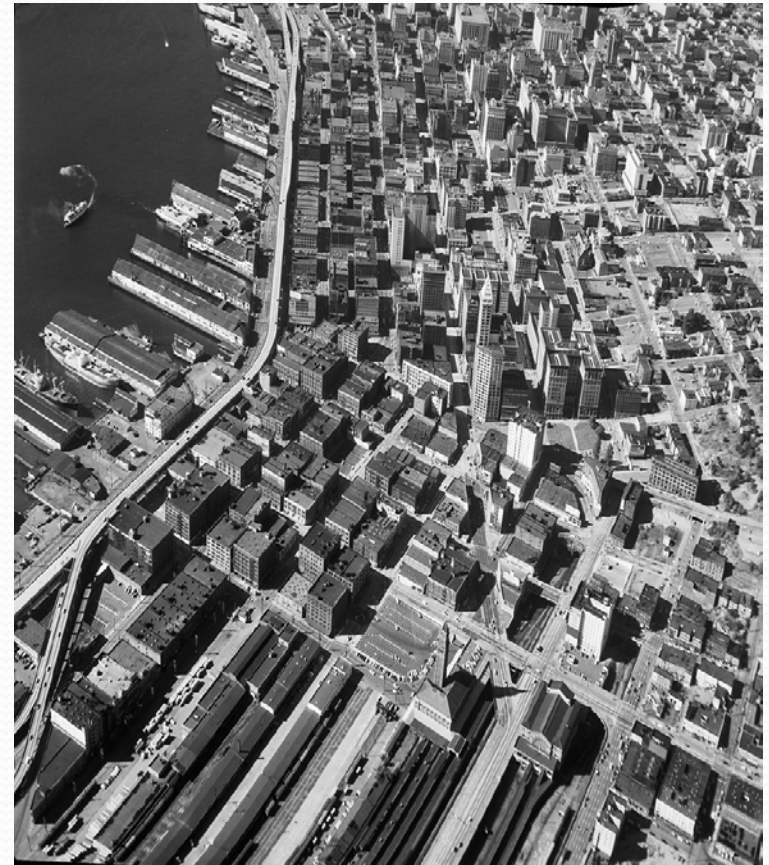
Work Program Based on Mandates & Mission

- Council mandates and County Charter
- Strategic mission: improve and inform
- Core audits: per audit standards
- Complementary Oversight and Coordination Activities:
 - Capital Projects Oversight
 - Performance Management



Work Program Development

- Incorporate mandates and input
- Develop preliminary scopes
- Determine resource needs and feasibility
- Communicate to stakeholders
- Council adopts by motion



Performance Audits

- Emergency Medical Services (EMS) Levy Financial and Compliance
- Combined Sewer Overflows (Wastewater Treatment Division) Capital Planning
- Harborview and Harborview Hall Capital Planning
- King County Sheriff's Office Internal Investigations Unit (IIU) and Office of Law Enforcement Oversight (OLEO)



Performance Audits (cont.)

- Large Woody Debris (Water and Land Resources Division)
- IT Project Management
- Automated Fingerprint Information System (AFIS), King County Sheriff's Office
- Risk Management Office
- Review of Scoring Tool and Reporting Requirements for High-Risk Capital Projects

Audit Follow-up Projects

- Emergency Medical Services (EMS) Levy
- Workers' Compensation (Transit only)
- Transit 2009 and 2010
- Solid Waste Transfer Station Capital Planning



Oversight and Coordination Activities

- Countywide Strategic Planning, and Performance Management and Accountability Program
- Countywide Community Forums Program
- Review of State Auditor's Office Audit Reports

Capital Projects Oversight – Programmatic Oversight

- Review of Capital Project Data Reliability in County's New ABT and Project Information Center Systems
- Countywide Capital Program Reporting Analysis
- Construction Work Order Contracting
- Ongoing Programmatic Activities

Capital Projects Oversight – Direct Project Oversight

- Brightwater Treatment and Conveyance System (Wastewater Treatment Division)
- South Regional Roads Maintenance Facility (Road Services Division/Facilities Management Division)
- Accountable Business Transformation (ABT)
- Factoria Transfer Station (Solid Waste Division)
- Countywide Overlay and Drainage Programs (Road Services Division)

Conclusion

- Proposed Auditor's Office Work Program
 - Reflects council and strategic priorities
 - Value-added opportunities for county government
- 2011 Accomplishments Report
- Acknowledgements
 - Council support; stakeholder input; auditor's office team

KING COUNTY AUDITOR'S OFFICE HIGHLIGHTS OF 2011 ACCOMPLISHMENTS

March 2012



King County
Cheryle A. Broom
King County Auditor

ADVANCING CONTINUOUS IMPROVEMENT IN COUNTY GOVERNMENT

In 2011, the Auditor's Office continued to be a leader in promoting improvements in performance, accountability, and transparency in King County government. Two audits in particular contributed to meeting our mission by providing timely and useful information to the County Council.

The Performance Audit of Solid Waste Transfer Station Capital Projects suggested modifications to the Solid Waste Division's (SWD) (see below) rate model for improved accuracy. Further, the audit recommended that SWD update its facility plans for future planned transfer stations and its estimates of capacity, demand, costs, and other design features. SWD reports that it has reduced the estimated capacity of its next facility by at least 25 percent, and construction costs by \$7.9 to \$9.7 million.

The Performance Audit of the Sheriff's Office looked at staffing, workload, and compensation. While staffing reductions for the Patrol Division were relatively proportional to the reduction in calls for service, scheduled patrol staffing posts did not decrease as much, resulting in an increase in the use of overtime to cover those posts.

Compared to six other large sheriff departments in Washington state, the Sheriff's Office has relatively high staffing, compensation, and costs. Furthermore, staffing cost growth has accelerated since the adoption of the 2008-2012 collective bargaining agreement, which resulted in an estimated additional cost in 2010 of almost \$12 million.

The Capital Projects Oversight (CPO) Program continued to track the progress of the \$1.8 billion Brightwater treatment project and the \$87 million Accountable Business Transformation program. It also conducted ongoing oversight of the county's move to the Sabey Data Center, the completion of the Ninth and Jefferson Building at Harborview Hospital, and the planning phase for a South Regional Roads Maintenance Facility. CPO also issued reports on Capital Project Prioritization and Project Management by the Facilities Management Division.

The Auditor's Office continued to convene the Countywide Performance Management Work Group and advise on the development and implementation of the county performance management and accountability system. It also oversaw the Countywide Community Forums programs, whose neighborhood meetings of county residents engaged 2,500 participants in 2011, a record high, in discussing and providing feedback on policy issues.

Our mission continues to be to promote and improve performance, accountability, and transparency in county government. An indicator of success is the extent of implementation of our recommendations. As the scorecard on page 4 indicates, we have an excellent track record, one we strategically strive to better.

Cheryle A. Broom

PERFORMANCE AUDIT OF SOLID WASTE TRANSFER STATION CAPITAL PROJECTS

The audit found that, on the whole, the SWD's financial plan is comprehensive, sound, and based on reasonable financial assumptions. One area not yet addressed in the plan relates to additional future rent payments to the county for SWD's use of the Cedar Hills Regional Landfill (Cedar Hills). SWD will be able to update the plan once a new appraisal is completed. Including future rents in the plan will affect the rates, but not necessarily the 2012 proposed rate. In addition, this report provides options for cost savings and revenue enhancement. To address these issues, we made three recommendations related to using appropriate economic assumptions, life-cycle cost analysis, and long-term investment strategies.

The audit also determined that the transfer system plan was developed through an iterative and collaborative process; and regional decisions on service levels and similar decisions made through that planning process have, in some cases, increased costs. These decisions contributed to King County's transfer stations having higher capital costs per ton, in general, than those of other jurisdictions we surveyed. We recommended that SWD update the transfer system and individual facility plans. SWD reports that its reassessment and value engineering analysis of the Factoria Station has identified savings in the range of \$7.9 to \$9.7 million in construction costs. The remaining transfer stations will undergo a similar review.